

Minutes of the Meeting of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, June 24, 2016 at the hour of 9:00 A.M. at 1900 West Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Hammock called the meeting to order.

Present: Chairman M. Hill Hammock, Vice Chairman Hon. Jerry Butler and Directors Ric Estrada; Ada Mary Gugenheim; Wayne M. Lerner, DPH, LFACHE; Mary B. Richardson-Lowry; Carmen Velasquez; and Dorene P. Wiese (8)

Steven Scheer (Non-Director Member of the Finance Committee)

Absent: Director Emilie N. Junge (1)

Additional attendees and/or presenters were:

Ekerete Akpan – Chief Financial Officer
Cathy Bodnar – Chief Corporate Compliance and Privacy Officer
Debra Carey - Chief Operating Officer, Ambulatory Services
Krishna Das, MD – Chief Quality Officer
Karen Duncan, MD - Interim Chief Operating Officer, Hospital Based Services
Douglas Elwell – Deputy CEO of Finance and Strategy
Claudia Fegan, MD – Executive Medical Director/Medical Director-Stroger
Charles Jones - Director of Strategic Sourcing and Supply Chain Management

Jeff Kitchen - RSM
Gladys Lopez –Chief of Human Resources
Terry Mason, MD – Cook County Department of Public Health
Jeff McCutchan – Interim General Counsel
Mary Sajdak - Senior Director of Managed Care
Deborah Santana – Secretary to the Board
Richard H. Sewell - Associate Dean, Community and Public Health Practice at UIC School of Public Health
John Jay Shannon, MD – Chief Executive Officer
Agnes Therady – Executive Director of Nursing

II. Employee Recognition

Dr. John Jay Shannon, Chief Executive Officer, recognized employees for outstanding achievements. Details and further information is included in Attachment #7 - Report from the Chief Executive Officer.

III. Public Speakers

Chairman Hammock asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. Dennis Kosuth
2. Manieves Marcelo
3. George Blakemore

Registered Nurse, Stroger Hospital Emergency Department
Pediatric Emergency Room Nurse
Concerned Citizen

IV. Board and Committee Reports

A. Minutes of the Board of Directors Special Meeting, May 23, 2016

Director Lerner, seconded by Director Richardson-Lowry, moved the approval of the Minutes of the Board of Directors Special Meeting of May 23, 2016. THE MOTION CARRIED UNANIMOUSLY.

B. Minutes of the Board of Directors Meeting, May 27, 2016

Director Lerner, seconded by Director Richardson-Lowry, moved the approval of the Minutes of the Board of Directors Meeting of May 27, 2016. THE MOTION CARRIED UNANIMOUSLY.

C. Quality and Patient Safety Committee Meeting, June 14, 2016

- i. Metrics (Attachment #1)
- ii. Meeting Minutes, which include the following action items:
 - Approval of Medical Staff Appointments/Reappointments/Changes
 - Approval of 2016 Quality Assessment and Performance Improvement Plan for the Ambulatory and Community Health Network of Cook County

Director Gugenheim presented the Meeting Minutes and reviewed the metrics with Dr. Krishna Das, Chief Quality Officer. The Board reviewed and discussed the information.

During the discussion of the metrics regarding patient satisfaction, Director Estrada commented that there is a lot of good work being done at the System, and there are many satisfied patients; he inquired whether something reflecting that can be included in the metrics, to also provide data in a positive light. Director Gugenheim stated that, after the Board is done with the strategic planning process, she and Dr. Das will sketch out what they will do in relation to the Quality and Patient Safety Committee for the remainder of this year, and will take Director Estrada's comments under advisement. Director Lerner inquired whether there is an opportunity for patients to provide open-ended comments in the Press Ganey survey on patient experience. Dr. Das responded affirmatively; she stated that those comments can be presented.

Director Gugenheim, seconded by Director Lerner, moved the approval of the Minutes of the Quality and Patient Safety Committee Meeting of June 14, 2016. THE MOTION CARRIED UNANIMOUSLY.

D. Audit and Compliance Committee Meeting, June 16, 2016

- i. Metrics (Attachment #2)
- ii. Meeting Minutes

Director Velasquez presented the Meeting Minutes and reviewed the metrics with Cathy Bodnar, Chief Corporate Compliance and Privacy Officer. The Board reviewed and discussed the information.

Director Velasquez, seconded by Director Gugenheim, moved the approval of the Minutes of the Audit and Compliance Committee Meeting of June 16, 2016. THE MOTION CARRIED UNANIMOUSLY.

IV. Board and Committee Reports (continued)

E. Human Resources Committee Meeting, June 17, 2016

- i. Metrics (Attachment #3)
- ii. Meeting Minutes

Director Wiese presented the Meeting Minutes and reviewed the metrics with Gladys Lopez, Chief of Human Resources. The Board reviewed and discussed the information.

During the discussion of the metrics, Director Velasquez inquired regarding the number of vacancies associated with the category of case manager. Ms. Lopez responded that she will provide that information; she noted that the positions are located in several areas.

Director Wiese, seconded by Director Lerner, moved the approval of the Minutes of the Human Resources Committee Meeting of June 17, 2016. THE MOTION CARRIED UNANIMOUSLY.

F. Finance Committee Meeting, June 17, 2016

- i. Metrics
- ii. Meeting Minutes, which include the following action items:
 - Contracts and Procurement Items (detail was provided as an attachment to this Agenda)

Director Estrada provided an overview of the Meeting Minutes. He noted that the Finance Committee did not review the metrics due to the immense amount of work being done on the strategic plan and activities related to the recent external audit; therefore, metrics will be provided at next month's meeting.

Charles Jones, Director of Strategic Sourcing and Supply Chain Management, reviewed the contractual requests that were considered at the Finance Committee Meeting. The Board reviewed and discussed the information. It was noted that no requests are pending review by Contract Compliance.

Director Estrada, seconded by Director Lerner, moved the approval of the Minutes of the Meeting of the Finance Committee of June 17, 2016. THE MOTION CARRIED UNANIMOUSLY.

IV. Board and Committee Reports (continued)

G. Managed Care Committee

- i. Metrics

Director Lerner stated that the Managed Care Committee did not meet this month; he noted that, due to the transition to the new third-party administrator, staff are working on the data for presentation at next month's meeting. In response to a question from Director Wiese regarding activities relating to the CountyCare marketing plan, Director Lerner stated that he will ask Steven Glass, Executive Director of Managed Care, to report on that subject at the Committee's meeting in July.

V. Action Items

A. Contracts and Procurement Items (Attachment #4)

Jeff McCutchan, Interim General Counsel, provided an overview of the request presented for the Board's consideration. He stated that this is an agreement for CCHHS to take part in a nationwide program that allows for the sharing of research data among hospitals and research institutions around the country. There is no cost associated with the agreement; it is being presented to the Board for consideration because the agreement contains an indemnification provision, which requires approval by the Board. Every participant in the agreement is going to indemnify all of the other participants in case a party is responsible for some type of breach. He stated that, as a condition of CCHHS' participation in this agreement, Corporate Compliance and the Office of the General Counsel are going to establish a policy to ensure that there will be no such breach before any data leaves this System that could possibly contain Protected Health Information (PHI).

Director Richardson-Lowry stated that the concept associated with this initiative is very solid; however, in terms of the indemnification aspect, her approval would be conditioned on exactly what Mr. McCutchan has articulated, which is putting together a policy to minimize the exposure. Mr. McCutchan added that anytime PHI is shared with any person or entity, there is a very specific data use agreement that has to be signed-off on by Corporate Compliance; that will absolutely be an integral part of the policy that will be put in place.

Director Gugenheim, seconded by Director Lerner, moved the approval of request number 1 under the Contracts and Procurement Items, which is a request to negotiate and execute an agreement to join PCORnet with Duke University Clinical Research Institute and Harvard Pilgrim Health Care Institute, with the condition that no Protected Health Information be transmitted pursuant to this agreement until a policy is in place governing the institution for the use. THE MOTION CARRIED UNANIMOUSLY.

B. Appointment of Stroger Hospital Department Chair(s) and Division Chair(s) (Attachment #5)

Director Gugenheim, seconded by Director Velasquez, moved the approval of the proposed Stroger Hospital Division Chair appointments. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections IV, V and IX

VI. Report from Chairman of the Board

A. Quarterly report on Board and Committee meeting attendance by Directors and members of Committees (Attachment #6)

Chairman Hammock presented the report on Board and Committee meeting attendance; he commented that everyone has been active in their involvement in attending the meetings, and he appreciates the time and energy expended by the Directors and non-Director members of the Committees.

VI. Report from Chairman of the Board (continued)

Director Estrada stated that he and Directors Richardson-Lowry and Gugenheim visited the Cermak facility a couple of weeks ago. In light of this Board's work and in terms of the Strategic Plan, moving forward, he thinks it is important for every Board Member to visit one of the facilities, whether it is a hospital or clinic, perhaps every quarter. He stated that visits like this can be eye-opening, and provides a different perspective. He noted that the Board has received testimony recently from the Pediatric Emergency Room nurses; he would like to suggest, at least for himself, that a visit be scheduled for that area. Chairman Hammock responded that it is an excellent suggestion; he added that perhaps a tentative quarterly schedule for such visits can be set in the upcoming months.

Director Gugenheim stated that, as metrics on Board attendance are currently presented, she would like to visit the idea of perhaps self-evaluating how this governing body operates as a Board. Chairman Hammock responded that he thinks that is an idea well worth considering.

VII. Report from Chief Executive Officer (Attachment #7)

Dr. Shannon provided an update on several subjects; detail is included in Attachment #7.

VIII. Recommendations, Discussion / Information Item

A. Strategic planning discussion

Topic: Strategic Plan Overview 2017-2019, presented by Dr. Shannon (Attachment #8)

Chairman Hammock provided introductory comments. He indicated that the Board has been provided a preliminary draft of the strategic plan, and input and comments from Directors have been received to date. A special meeting of the Board has been scheduled for July 11th for further discussion and input from Directors, and the draft strategic plan is expected to be released to the public on July 15th seeking comments; following that, the plan is to approve the final strategic plan on July 29th. Dr. Shannon stated that all input and recommendations received to date from Directors, including that from communications with Directors and what is discussed at today's meeting and the meeting scheduled for July 11th, will be considered and incorporated into the draft that is expected to be released on July 15th.

The presentation included information on the following subjects:

- Planning and Budget Timeline Overview: 2016
- Implementing the Principle Objectives
- Delivering High Quality Care
- Growing to Serve and Compete
- Fostering Fiscal Stewardship
- Investing in Resources
- Leveraging Valuable Assets
- Impacting Social Determinants of Health
- Advocating for Patients

VIII. Recommendations, Discussion / Information Item

A. Strategic planning discussion (continued)

During the discussion of the information, the following members of leadership joined the Board Members in the conversation: Ekerete Akpan, Chief Financial Officer; Debra Carey, Chief Operating Officer, Ambulatory Services; Dr. Karen Duncan, Interim Chief Operating Officer, Hospital Based Services; Dr. Krishna Das, Chief Quality Officer; Douglas Elwell, Deputy CEO of Finance and Strategy; Dr. Claudia Fegan, Executive Medical Director/Medical Director-Stroger; Gladys Lopez, Chief of Human Resources; Dr. Terry Mason, Chief Operating Officer of the Cook County Department of Public Health; Agnes Therady, Executive Director of Nursing; and Mary Sajdak, Senior Director of Integrated Care Management.

IX. Closed Meeting Items

A. Audit and Compliance Committee Meeting Minutes, June 16, 2016

B. Proposed Collective Bargaining Agreement-Related Matters:

- In-House Registry Agreement with the National Nurses' Organizing Committee
- Memorandum of Agreement with SEIU Local 73, regarding Dental Assistants

C. Claims and Litigation

D. Discussion of personnel matters

Director Gugenheim, seconded by Director Velasquez, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” and 5 ILCS 120/2(c)(12), regarding “the establishment of reserves or settlement of claims as provided in the Local Governmental and Governmental Employees Tort Immunity Act, if otherwise the disposition of a claim or potential claim might be prejudiced, or the review or discussion of claims, loss or risk management information, records, data, advice or communications from or with respect to any insurer of the public body or any intergovernmental risk management association or self insurance pool of which the public body is a member,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body,” and 5 ILCS 120/2(c) (29), regarding “meetings between internal or external auditors and governmental audit committees, finance committees, and their equivalents, when the discussion involves internal control weaknesses, identification of potential fraud risk areas, known or suspected frauds, and fraud interviews conducted in accordance with generally accepted auditing standards of the United States of America.”

IX. Closed Meeting Items (continued)

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yea: Chairman Hammock, Vice Chairman Butler and Directors Gugenheim, Lerner, Richardson-Lowry, Velasquez and Wiese (7)

Nays: None (0)

Absent: Directors Estrada and Junge (2)

THE MOTION CARRIED UNANIMOUSLY and the Board convened into a closed meeting.

Chairman Hammock declared that the closed meeting was adjourned. The Board reconvened into the open meeting.

Director Wiese, seconded by Director Gugenheim, moved to approve the In-House Registry Agreement with the National Nurses' Organizing Committee and Memorandum of Agreement with SEIU Local 73, regarding Dental Assistants. THE MOTION CARRIED UNANIMOUSLY.

X. Adjourn

As the agenda was exhausted, Chairman Hammock declared that the meeting was ADJOURNED.

Respectfully submitted,
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXX
M. Hill Hammock, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
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ATTACHMENT #1



COOK COUNTY HEALTH & HOSPITALS SYSTEM

CCHHS Board of Directors Dashboard Overview

24 June 2016

Krishna Das, MD, Chief Quality Officer



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS
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Board Quality Dashboard

CCHHS QPS Committee Dashboard		CCHHS Board Metrics - Quality										
Data as of 6/14/2016		CY 2015						CY 2016	TARGET	VARIANCE*		
PERFORMANCE MEASURES		1Q15	2Q15	3Q15	4Q15	1Q16	2Q16	APR				
Stroger												
Core Measures		Monthly Composite										
Venous Thromboembolism (VTE) Prevention Only (%)		86	92	89	88			99%	-11%			
Venous Thromboembolism (VTE) Prevention & Treatment (%)		83	86	86	93			99%	-6%			
Efficiency - Operating Room		Monthly %										
Surgery Begins at the Scheduled Time (%)		46	50*	56*	48*	46*	65*	80%	-34%			
Safety		Total # of Events										
Events: Ulcers, Falls, CLABSI and CAUTI		12	33	24	30	28	14					
Patient Experience												
Willing to Recommend Hosp (% top box)		70	66	69	71	70	69	85%	-15%			
Provident												
Core Measures												
Venous Thromboembolism (VTE) Prevention Only (%)		98	94	96	98			99%	-1%			
Venous Thromboembolism (VTE) Prevention & Treatment (%)		98	95	97	98			99%	-1%			
Efficiency - Operating Room		Monthly %										
Surgery Begins at the Scheduled Time (%)		16	65	84	83	74	76	80%	-6%			
Patient Experience												
Willing to Recommend Hosp (% top box)		67	68	52	89	78	71	85%	-7%			
ACHN												
Diabetes Control % with Hgb A1C < 9%		73	74	76	77	74	73	78%	-4%			
Patient Experience: Moving Through Visit		67	63	60	63	64	62	75%	-11%			
Patient Experience: Telephone Access		62	61	60	63	62	60	75%	-13%			

LEGEND

* Data represents automated collection

* Variance is target to recent month

*N/S: Not Sufficient data collected

**Provident has not completed April Immunizations



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ATTACHMENT #2



CCHHS BOARD OF DIRECTORS

Corporate Compliance Report June 24, 2016



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CCHHS
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Meeting Objectives

To Receive and File:

- Fiscal Year to Date (F-YTD) 2016 Corporate Compliance Provider Metrics
 - 1st & 2nd Quarter 2016 (December 1, 2015 – May 31, 2016)

To provide:

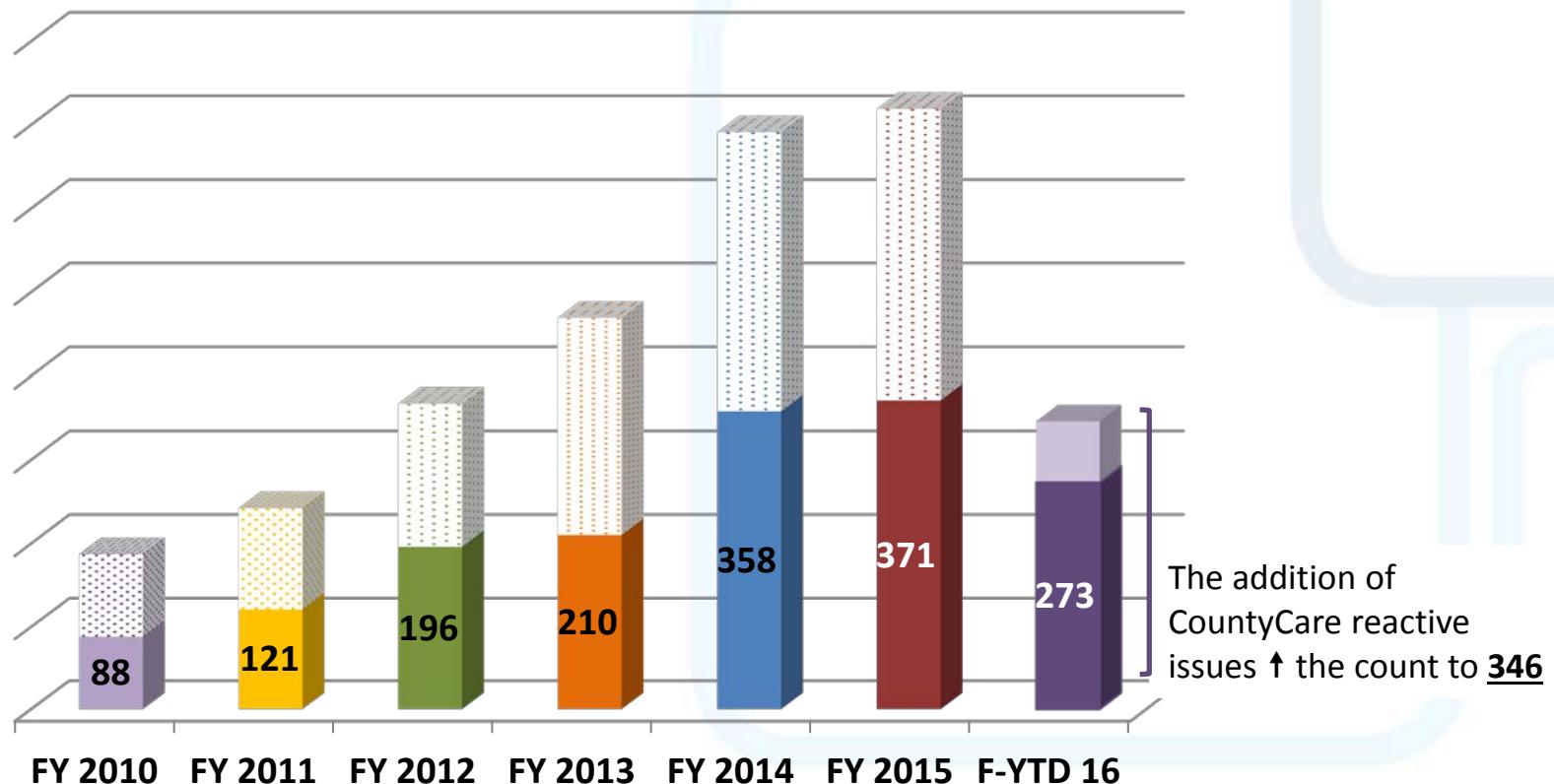
- Results of Infusion Clinic Probe Review



Reactive Corporate Compliance Volumes

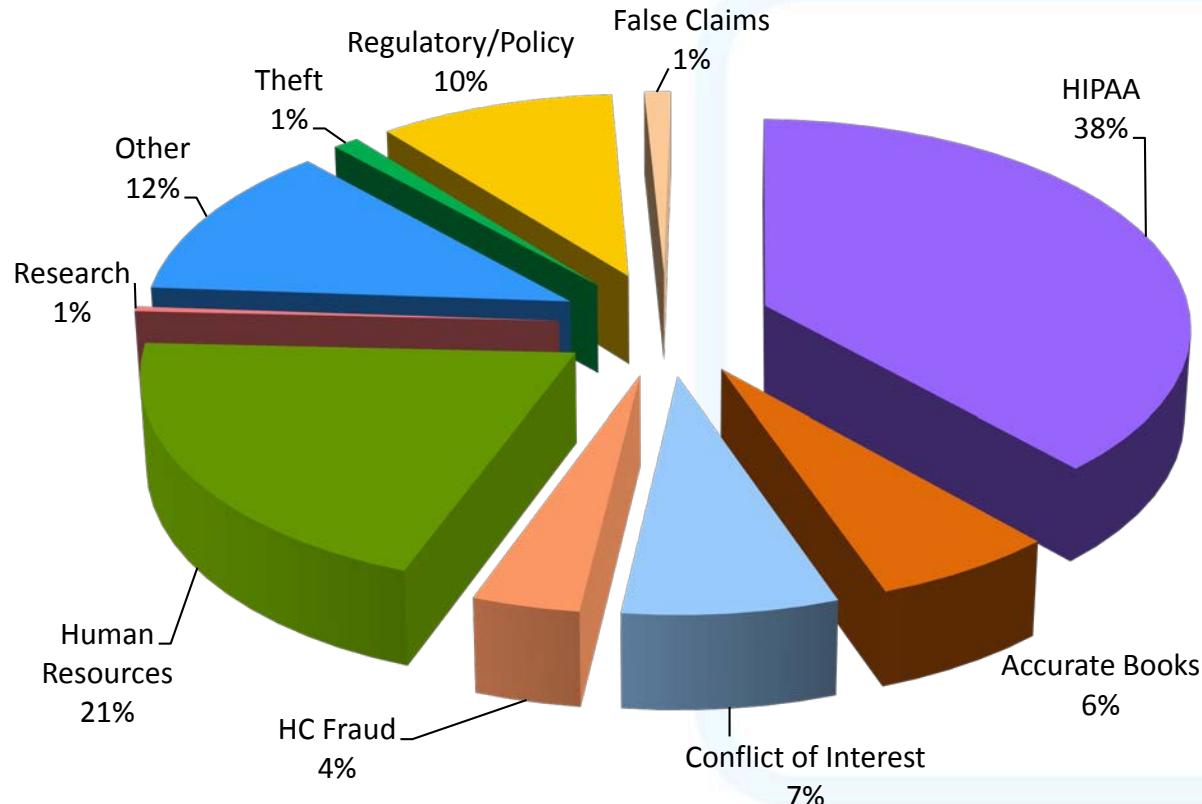
Comparison of First 6-Months F-YTD to F-YTD

December 1, 2015 – May 31, 2016



Reactive Issue Breakdown by Category

273¹ Reactive Corporate Compliance Issues raised in the first 6-months of FY 2016



Category Count¹

Privacy (HIPAA)	104	Conflict of Interest	20	False Claims	3	Other	33
Human Resources	55	Accurate Books	17	Theft	3		
Regulatory/Policy	27	HC Fraud	10	Research	1		

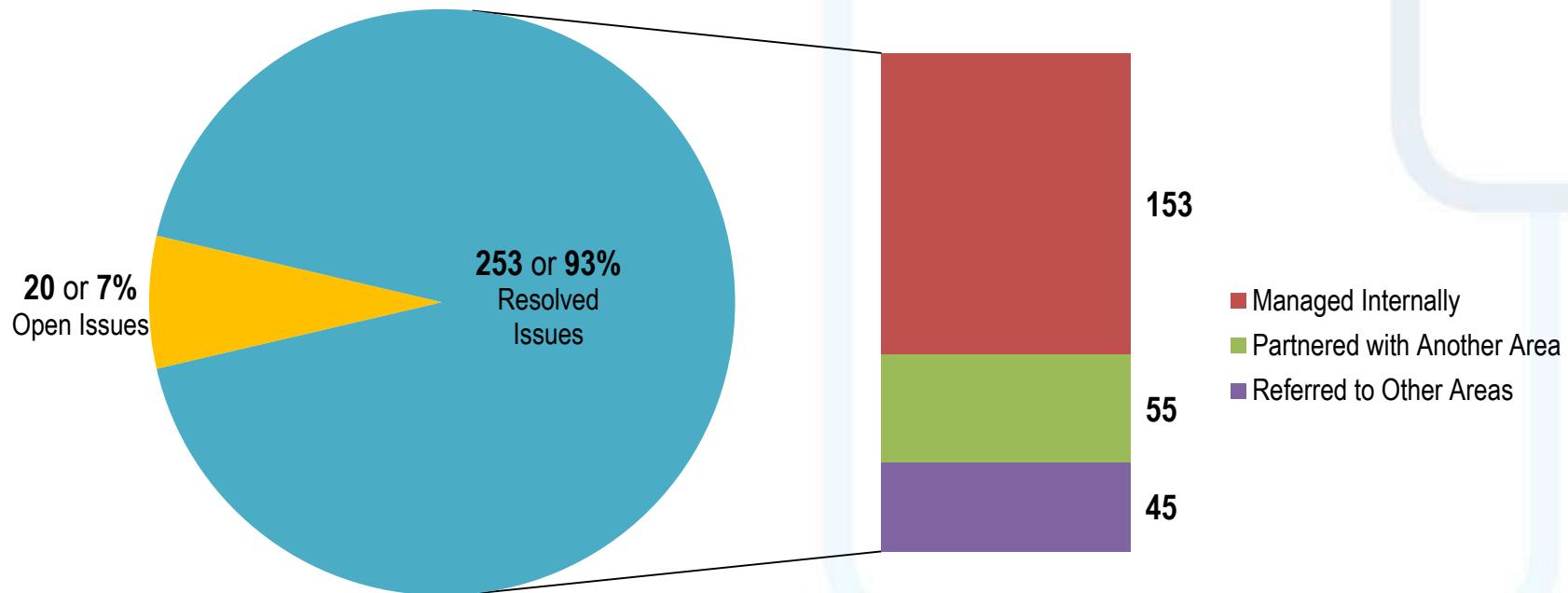
¹ This is a total count of new issues raised to Corporate Compliance Page 15 of 59 are validated/substantiated.



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Status Report of Issues

Of the total number of reactive issues addressed in the first 6-months of FY 2016
93% or 253 issues were resolved



The majority of the resolved issues, 86%, were either managed solely by Corporate Compliance or Corporate Compliance partnered with another area to address the concern raised.

Questions?



Infusion Clinic Review

Claims accuracy analysis

- What? Chemotherapy medication (Herceptin) for breast cancer that has spread to other parts of the body.



- Why?
 - Medicare only pays for the exact amount administered. The medication is dispensed in multiuse vials.
 - Prompting increased government scrutiny.
 - Recovery Audit Contractor (RAC) activity at CCHHS.



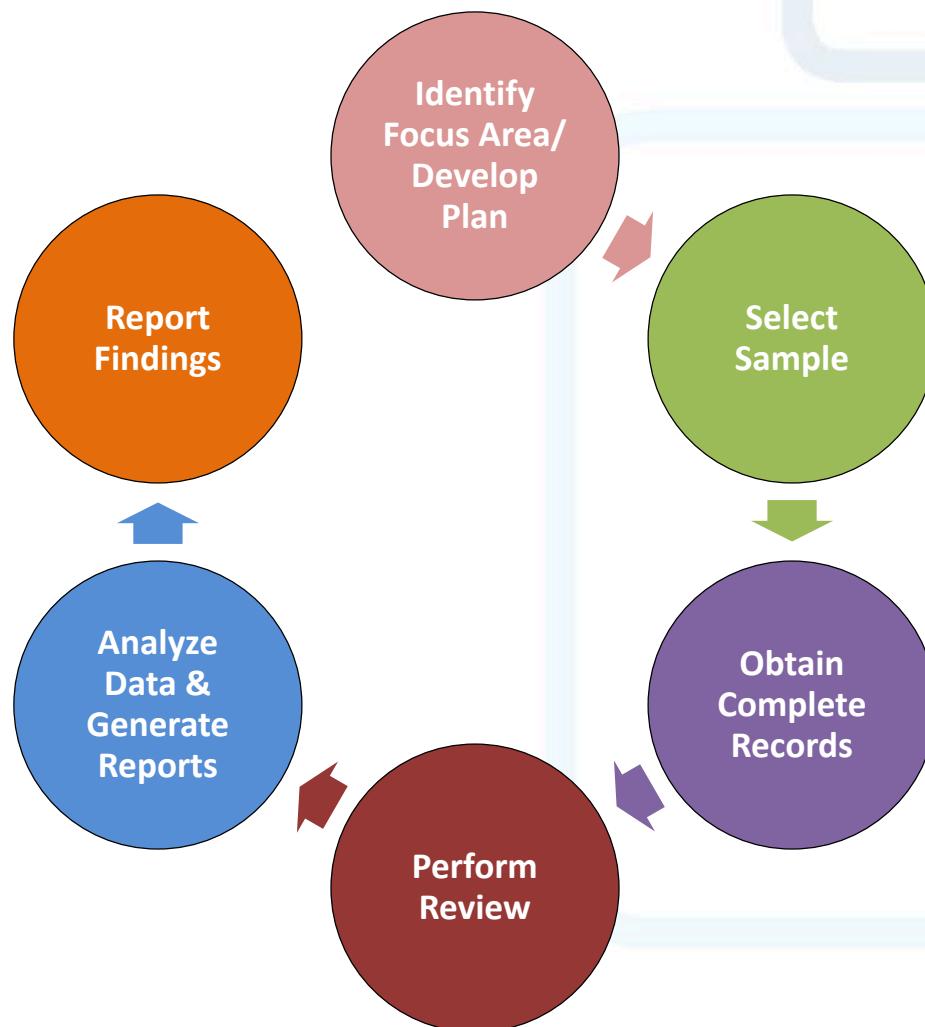
COOK COUNTY HEALTH
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Recovery Audit Contractors



- Who?
 - Four (4) private companies that run Medicare's Recovery Audit Program.
- What do RACs do?
 - Review claims on a post-payment basis.
 - Identify improper payments from Medicare Part A and B claims.
 - Request and analyze provider claim documentation to ensure services provided were reasonable and necessary.

Corporate Compliance Process



Infusion Clinic Review Results

- Sample:
20 claims based on a statistically valid random test sample.



- Results:
Financial Error Rate **0%**



Questions?



Cook County Health and Hospitals System
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ATTACHMENT #3

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resources Metrics for CCHHS Board Of Directors

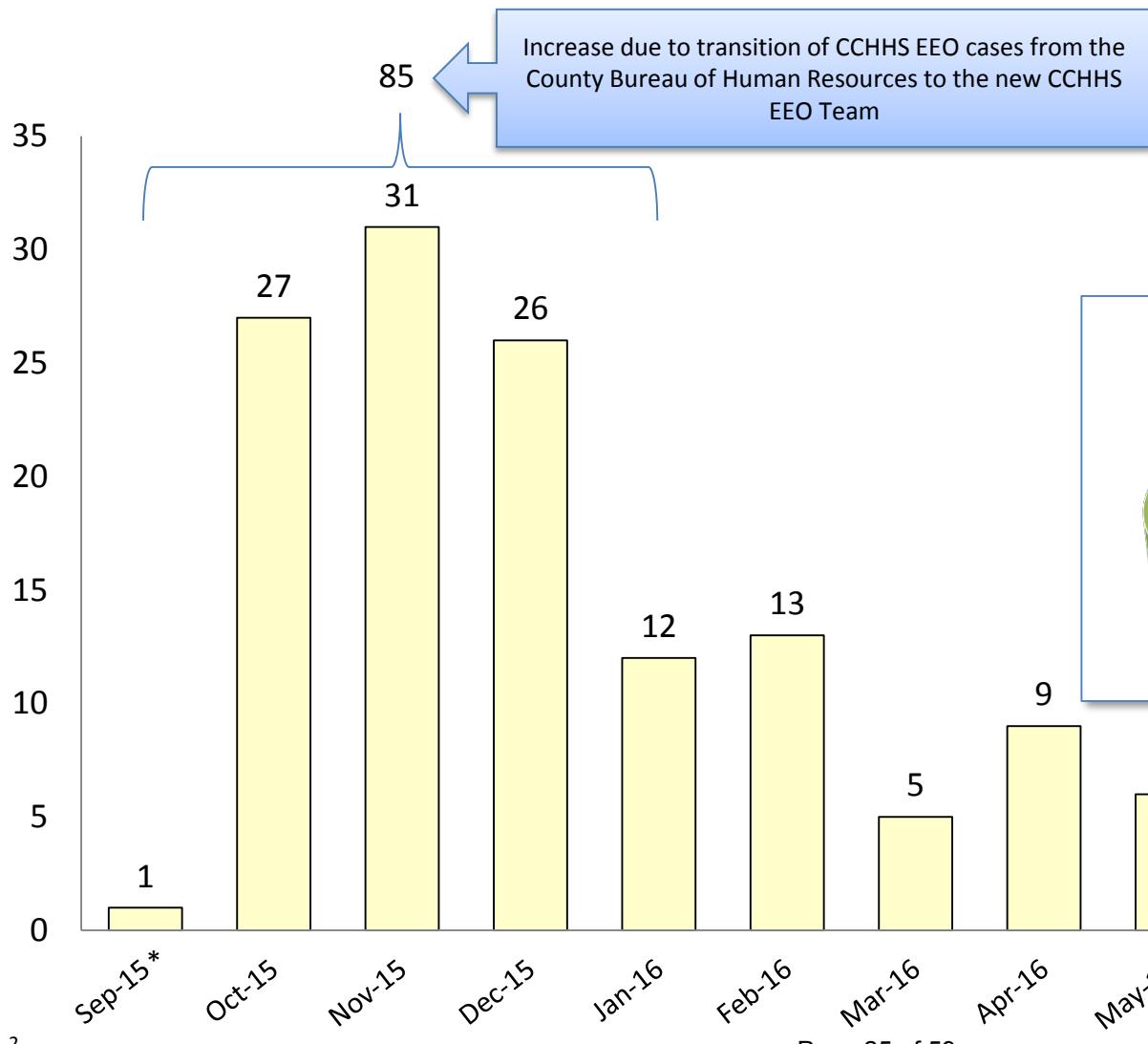
June 24, 2016

Gladys Lopez, Chief of Human Resources

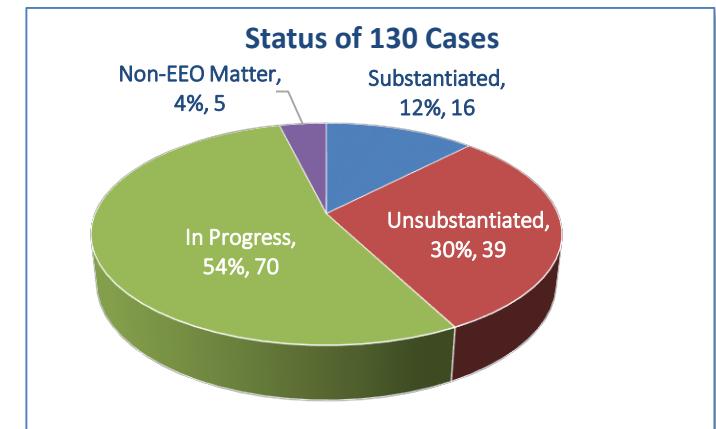


CCHHS Equal Employment Opportunity (EEO)

Average Number of Cases Received Per Month = 14.4



A total of 113 employees filed 130 cases that include 163 charges



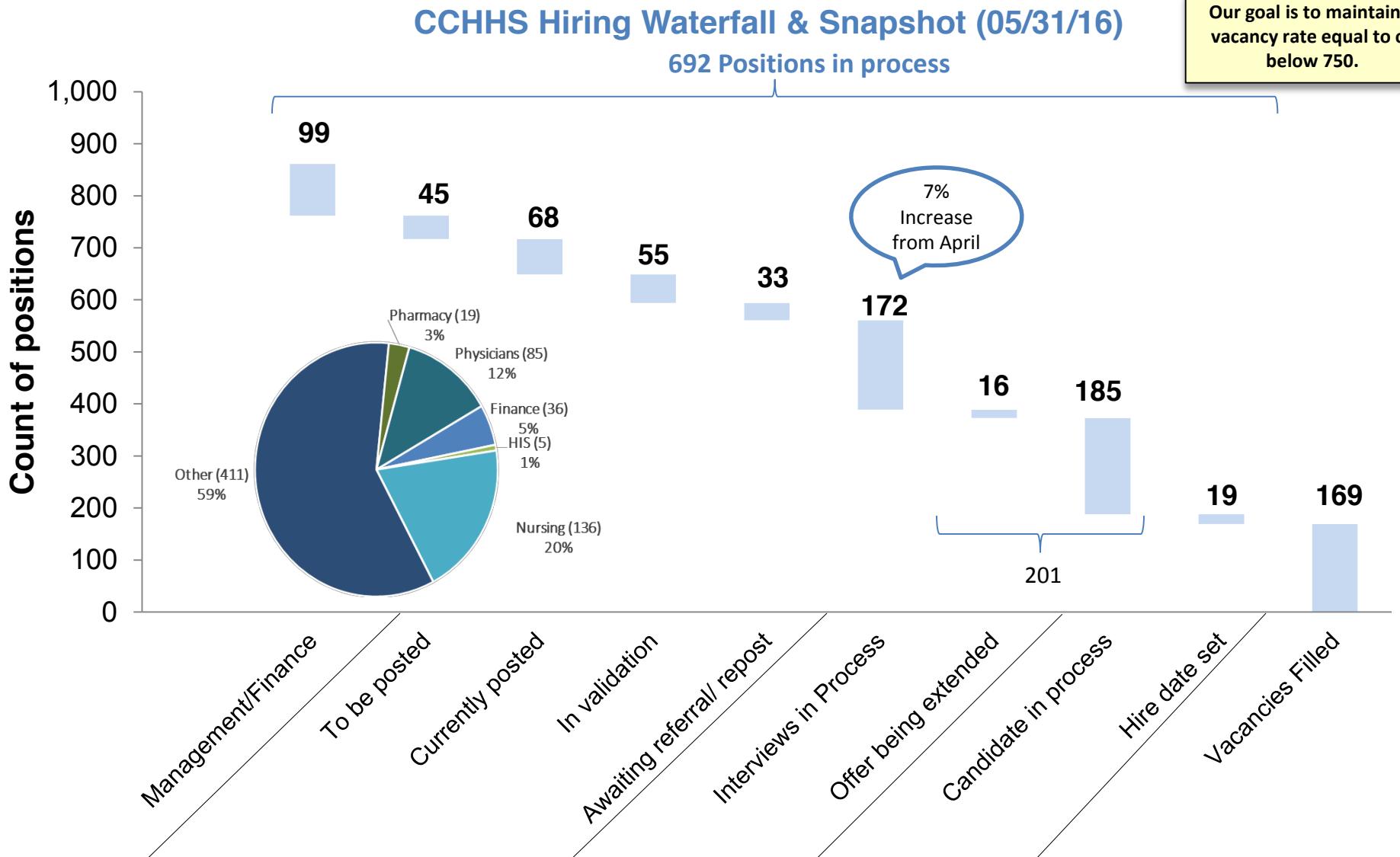
*EEO Director joined CCHHS on 09/21/15



CCHHS Hiring Waterfall & Snapshot (05/31/16)

692 Positions in process

Our goal is to maintain a
vacancy rate equal to or
below 750.



Shared Responsibility	Human Resources	Management	Human Resources	Management Human Resources
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New Request to Hires received in the last four months: 23-ACHN Clinic Managers, 91-Medical Assistants, 22-Medical Social Worker IIs and 24 Psychiatric Social Workers

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COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 05/27/16

Human Resources Metrics Summary

Gladys Lopez, Chief of Human Resources

DATA THROUGH: 05/31/16

Goal: Continue to maintain open vacancies at 750 or ≤

VACANCIES FILLED

	FY15 TOTAL	Quarter 1 ¹	Quarter 2	Quarter 3	Quarter 4	FY16 TOTAL YTD
CCHHS External	329	52	52			104
CCHHS Internal	208	14	51			65
Total CCHHS:	537	66	103			169
Nursing External	102	5	10			15
Nursing Internal	89	1	22			23
Total Nursing:	191	6	32			38

SEPARATIONS

CCHHS Separations	303	152	91		243	-60 ▼	-20%
Total Net New CCHHS:	26	-100	-39		-139	-165 ▲	-635%
Nursing Separations	82	44	15		59	-23 ▼	-28%
Total Net New Nursing:	20	-39	-5		-44	-64 ▲	-320%

TURNOVER

CCHHS FTEs	6,017	6,273	6,217		6,217	200 ▲	3%
Total CCHHS Turnover:	5.0%	2.4%	3.9%		3.9%	-1.1% ▼	-23%
CCHHS New Hire FTEs	329	52	52		104	-225 ▼	-68%
CCHHS New Hire Separations	23	4	5		9	-14 ▼	-61%
Total FY15 New Hire Turnover:	7%	8%	10%		9%	2% ▲	24%

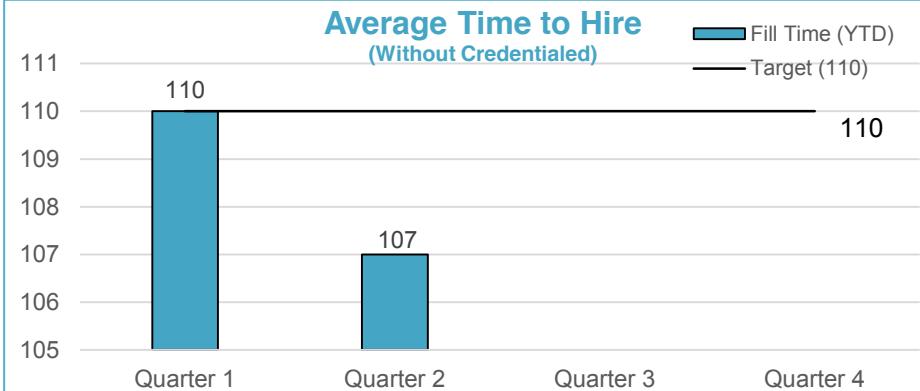
OPEN VACANCIES

	Target						
Total CCHHS Vacant Positions:	750	767	856	895	895	145	19%
Less Deleted Positions / PIDs	11	0	0				
Total RTBs in HR (In Process):	744	533	692		692	-52 ▼	-7%

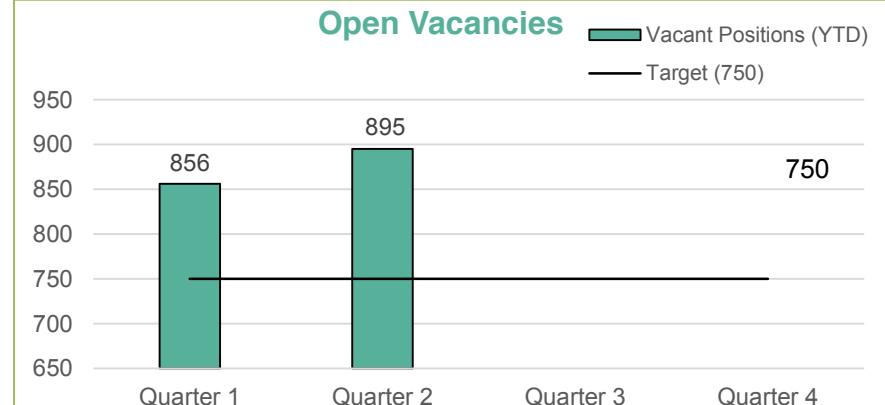
AVERAGE TIME TO HIRE

	Target						
Average Days to Hire (Month): (With Credentialed)	110	140	131	134	135	25	23%
Average Days to Hire (Month): (Without Credentialed)	110	140	110	107	111	1	1%

Average Time to Hire (Without Credentialed)



Open Vacancies



Closed Session



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ATTACHMENT #4

COOK COUNTY HEALTH AND HOSPITALS SYSTEM

ITEM V(A)

JUNE 24, 2016 BOARD OF DIRECTORS MEETING

CONTRACTS AND PROCUREMENT ITEMS

Request #	Vendor/Entity	Service or Product	Fiscal impact not to exceed:	Method of acquisition	Total # of bidders/ RFP responses / GPO companies available	Affiliate / System	Begins on Page #
Negotiate and Execute Agreement							
1	Duke University Clinical Research Institute and Harvard Pilgrim Health Care Institute	Agreement to join PCORnet, the National Patient Centered Clinical Research Network initiative of the Patient-Centered Outcomes Research Institute (PCORI)	No fiscal impact	n/a	n/a	System	2

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle
President
Cook County Board of Commissioners
John Jay Shannon, MD
Chief Executive Officer
Cook County Health & Hospitals System



COOK COUNTY HEALTH & HOSPITALS SYSTEM
CCHHS

Cook County Health & Hospitals System
Board Members

M. Hill Hammock • Chairman
Commissioner Jerry Butler • Vice Chairman
Ric Estrada
Ada Mary Gugenheim
Emilie N. Junge
Wayne M. Lerner, DPH, FACHE
Mary B. Richardson-Lowry
Carmen Velasquez
Dorene P. Wiese, EdD

DATE: June 22, 2016

TO: Board Chairman M. Hill Hammock and
Board of Directors of the Cook County Health and Hospitals System

FROM: William Trick, MD, Director, Collaborative Research Unit, Department of Medicine
Jeff McCutchan, Interim General Counsel

CC: John Jay Shannon, MD, Chief Executive Officer

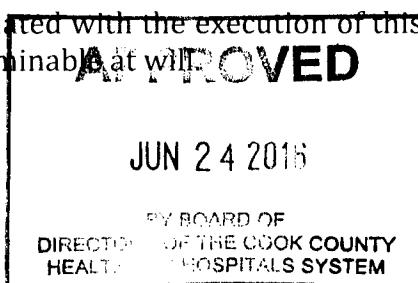
RE: Request to negotiate and execute an Agreement between CCHHS, Duke University
Clinical Research Institute and Harvard Pilgrim Health Care Institute

Respectfully requesting approval by the Board of Directors of the Cook County Health and Hospitals System (CCHHS) to negotiate and execute an Agreement beginning July 1, 2016 between CCHHS, Duke University Clinical Research Institute and Harvard Pilgrim Health Care Institute.

Execution of this Agreement will allow CCHHS to join PCORnet, the National Patient Centered Clinical Research Network initiative of the Patient-Centered Outcomes Research Institute (PCORI). PCORnet includes over 80 healthcare institutions at 13 geographic locations throughout the U.S. The initiative was undertaken to efficiently evaluate patient outcomes across different approaches to treatment without the need for clinical trials, to recruit patients for clinical trials, and to assess outcomes for common and rare conditions across diverse patient populations throughout the U.S.

Earlier this year, CCHHS joined all the major academic medical centers in the Chicago region, the Veterans Affairs Medical Centers, and Alliance of Chicago to form the CAPriCORN network. Initial projects were to evaluate patients who had asthma, sickle cell anemia, a recurrent intestinal infection seen primarily in hospital patients (*C. difficile* infection), and low blood counts. These first projects were observational studies that focused on patient reported outcomes, such as quality of life. This agreement to join PCORnet is the next phase of the project.

There is no fiscal impact associated with the execution of this Agreement. The Agreement has no set termination date, and is terminable at will.



Request #
1

Cook County Health and Hospitals System
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ATTACHMENT #5

Meeting of the Cook County Health and Hospitals System

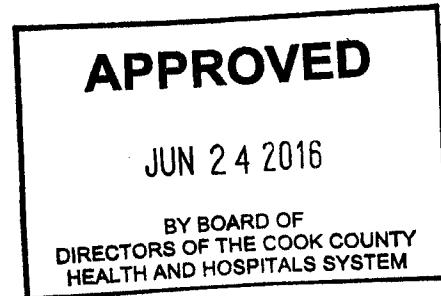
June 24, 2016

Back-Up Material for Item No. ,
Appointment of Stroger Hospital Department Chairs and Division Chairs

Respectfully requesting approval of the following:

Appointment of the following individuals as Division Chairs of the Medical Staff of the John H. Stroger, Jr. Hospital of Cook County:

Name	Department/Appt Term	Title
Jose Cintron, MD	Medicine 06/19/2016 – 06/18/2018	Division Chair of Colon Rectal
Trevor Lewis, MD	Emergency Medicine 06/29/2016 – 06/28/2018	Chair of the Division of Adult Emergency Medical Services
Kimberly Joseph, MD	Trauma and Burn 07/22/2016 – 07/21/2018	Division Chair of Trauma Intensive Care



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ATTACHMENT #6

Cook County Health and Hospitals System

Board Attendance - 2016

<u>Board 2016</u>	<u>25-Mar</u>	<u>29-Apr</u>	<u>5-May</u>	<u>23-May</u>	<u>27-May</u>
Hammock, Chr		X	X	X	X
Butler		X			X
Collens	X				
Estrada	X	X	phone	X	X
Gugenheim	X	X	X	X	X
Junge	X	X	X	X	X
Lerner	phone	X	X	X	X
Marsh	X	X			
Richardson-Lowry	X	X	phone	X	X
Velasquez	X	X	X	X	X
Wiese	X	X	X		X

Finance Committee: 18-Mar 22-Apr 20-May

Collens, Chr	X		
Estrada, Chr (5/2016)	X	X	X
Butler	X	X	X
Richardson-Lowry	X	phone	X
Wiese	X	X	X
Scheer	X	X	
Hammock	phone		X
Gugenheim	X	X	X
Junge		X	X
Velasquez	X	X	

Human Resources 18-Mar 22-Apr 20-May

Committee:

Wiese, Chr	X	X	X
Collens	X		
Richardson-Lowry	X	phone	X

Non- Board Member

Hammock	phone		X
Butler	X	X	X
Estrada		X	
Gugenheim	X	X	X
Junge		X	X
Velasquez	X	X	

Cook County Health and Hospitals System

Board Attendance - 2016

Quality & Patient Safety Committee: 15-Mar 19-Apr 17-May

Gugenheim	X	X	X
Lerner	phone	phone	X
Marsh	X	X	X
Merryweather	X		
Driscoll	X	X	phone
Hammock	phone	phone	X
Junge	X	X	X
Richardson-Lowry	X		
Velasquez	X		

Audit & Compliance Committee: 17-Mar 21-Apr 19-May

Velasquez, Chair	X	X	X
Gugenheim	X	X	X
Junge	X	phone	X
Bauman	phone	X	
Hammock	phone		X
Lerner	phone		X
Richardson-Lowry	X		

Managed Care Committee: 17-Mar Apr 19-May

no meeting
scheduled

Lerner, Chair	phone	X
Junge	X	X
Velasquez	X	X

Non- Board Member

Hammock	phone	X
Gugenheim	X	X
Richardson-Lowry	X	

2nd Quarter FY2016

Presented at 6/24/16 Board of Directors Meeting

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
June 24, 2016

ATTACHMENT #7



**JOHN JAY SHANNON, MD
CHIEF EXECUTIVE OFFICER
COOK COUNTY HEALTH & HOSPITALS SYSTEM
REPORT TO THE BOARD OF DIRECTORS**
June 24, 2016

Recognition

The Illinois Department of Public Health (IDPH) and the Illinois Emergency Medical Services for Children (EMSC) program honored **Dr. Stathis Poulakidas**, the Chair of Burn and Wound Services at John H. Stroger Jr. Hospital, with a special pediatric care **Clinical Excellence Award** for his contributions to childhood care. The Ron W. Lee, M.D. – Excellence in Pediatric Care Awards are given annually by IDPH and EMSC to recognize those dedicated to pediatric emergency care and childhood injury prevention initiatives.

"Dr. Poulakidas' medical research, training programs, care for burn victims, and his work to raise awareness about burn prevention show his dedication to children's health," said IDPH Director **Nirav D. Shah, M.D., J.D.** in a recent press release, "I am honored to award Dr. Poulakidas the Ron W. Lee, M.D. Excellence in Pediatric Care Clinical Excellence Award."

The Ron W. Lee, M.D. Excellence in Pediatric Care awards are presented each May. Dr. Lee was the medical director for the Division of Emergency Medical Services and Highway Safety at IDPH, as well as the director of emergency medicine at Loyola University Medical Center and was instrumental in establishing and fostering the EMSC program in Illinois. He passed away in 1998.

Patient Experience Recognition

The following story illustrates the impact care management is having on our patients.

Recently, a 58 year old CountyCare member who resides with his daughter on southwest side was referred to the care management team. Due to physical limitations, he has not been able to work and receives public financial assistance. He was "hopeless" regarding employment and housing. He was awaiting a court date for disability; was told he would not qualify to have his broken eyeglasses replaced for a year and that his dental repair request was denied.

Our team assisted the individual with resources to research the process for applying for disability and reassured him that all was being done appropriately to assist him. He was given vision and dental contact information to make an appointment for services; as a result, he now has eyeglasses on order and has had his tooth repaired. Recently, he was contacted by a Community Health Worker for assistance with housing. He is now receiving psychiatric care for depression and reports being compliant with his medications at this time. He contacts his RN Care Coordinator to assist him as needed and expresses how appreciative he is during each contact.

Activities and Announcements

- Dr. Shannon has presented the first draft of the CCHHS strategic plan **Impact 2020** to the medical staff, nursing leadership and President Preckwinkle and her team. Briefings for the Labor Management Council and the Cook County Board of Commissioners are scheduled for the week of June 27th.
- On June 21, Dr. Shannon and the Stroger trauma team joined President Preckwinkle, Commissioner Garcia and others at a press conference to call for **federally funded research into gun violence** at Stroger Hospital. The press conference also provided participants with the opportunity to express disappointment in the Senate's unwillingness to pass common sense gun control this week. News clips attached.
- On June 14, representatives from the **American College of Surgeons Commission on Cancer** completed their triennial visit to reaccredit CCHHS's cancer program. Commission on Cancer accreditation recognizes health care institutions' commitment to providing comprehensive, high quality, patient-centered care in keeping with national best practices. We look forward to the Commission's report.
- On June 15, CCHHS participated in a **state-wide emergency management exercise** to support planning for a bio-terrorism event, including distribution of the Strategic National Stockpile of mass care supplies. The exercise included participation of the hospital, clinics, and the County and City Health Departments and complied with Joint Commission emergency preparedness elements. The Hospital Incident Command System (HICS) was activated and Stroger Hospital saw approximately 30 "live" victims (volunteers).
- Approximately 175 people visited the **Greater Chicago Food Depository Fresh Truck** event at the Robbins Health Center on Tuesday, June 21. CCHHS outreach staff collected 67 surveys during the event with 18 people reporting that they have never used the services by CCHHS and six people reporting that they did not have health insurance. Staff connected these individuals to appropriate resources.
- **America's Essential Hospitals (AEH)** held their annual conference in Boston from June 15-17. Dr. Shannon was appointed to serve on AEH's Institute's Board of Directors. The Institute researches and promotes best practices in health care with a specific focus on vulnerable populations. The Institute also educates and trains senior administrators and clinical leaders, and includes a Research Center and Transformation Center, which is a catalyst for innovative change to improve quality and safety. Kathy Chan, Director of Policy, also attended and presented on CCHHS' Food As Medicine work. The 2017 AEH conference will take place in Chicago June 21-23.
- Tickets are still available for the Cook County Health Foundation **Associate Board gala**. The event, **Ignite the Night**, will be held on July 9th at 7 pm at Ignite Glass Studios and will include an evening of refreshments and live music.

In partnership with the Greater Chicago Food Depository, proceeds from the event will go towards programs to combat food insecurity in Cook County. Specifically, proceeds will fund the FRESH trucks, mobile, walk-through produce markets, which provide fresh fruit and vegetables to individuals who do not have access to fresh food.

Tickets can be purchased at <https://www.eventbrite.com/e/ignite-the-night-tickets-25513517618>.

- On June 21, 2016, CountyCare hosted its FY16 4th Quarter CountyCare Enrollee Advisory Committee Meeting at the offices of C4 (Community Counseling Centers of Chicago) in Chicago's Uptown neighborhood. Fifteen CountyCare members attended the event reflecting the multicultural nature of the Uptown Community. Most of the CountyCare members in attendance receive their primary care through Heartland Health Outreach. A couple of members utilize the CCHHS Stroger and Fantus facilities while others reported getting their specialty care at Swedish Covenant Hospital. All members reported being quite happy with the plan and its offerings. These events provide staff with an opportunity to address individual concerns around things like transportation and accessing services but also signal common themes that can be addressed in member mass communications.
- Effective July 10th, the **Immediate Care Center** at Oak Forest Health Center will be open from 7:00am – 10:30pm. The system is planning to offer pediatric services at the ICC later this year and is contemplating the expansion of radiology hours at the center to better serve our patients.
- Media Clips and Quality newsletter attached.

Legislative Update

State

- The General Assembly adjourned on May 31 without passing a comprehensive state budget for FY17. The House and Senate do not currently have session days scheduled in the summer, but may be called back to Springfield by legislative leaders at any time.
- Prior to adjourning, the House and Senate passed SB2038 with bipartisan support. SB2038 provides \$700 million in "stopgap" funding to human and social services agencies for work that they have already delivered in the current state fiscal year, which ends on June 30. Services include home visiting programs, homeless youth services, supportive housing, substance use treatment, and mental health. The legislation awaits action by the Governor.
- Earlier this month, a status hearing was held on the Beeks and Memisovski consent decrees, which require Illinois to continue to pay Medicaid providers and health plans even in absence of a state budget. At the hearing, the Attorney General's office indicated that if a budget for FY17 is not enacted by July 1, 2016, the State would agree to a new court order to continue making payments to Medicaid providers in FY17. The next status hearing is scheduled for July 6, 2016.

Federal

- On June 13, 2016 CCHHS and Cook County participated in a Data-Driven Justice Initiative sponsored by the White House's Office of Science, Technology and Policy (OSTP). The workshop brought together leaders from local jurisdictions, healthcare, law enforcement, social service providers, private foundations and tech companies to discuss innovative ways to reduce incarceration of super utilizers, many with mental illness, and improve outcomes using data.
- The House and Senate are currently working on their annual appropriations bills. The House has not released an HHS Appropriations bill, but the Senate has introduced S. 3040. This bill was reported by the Senate Committee on Appropriations in a bi-partisan vote and now goes to the full Senate. The Senate bill contains \$261 million to fight opioid abuse which is an \$126 million increase from FY 2016. S.3040 also contains funding for cancer prevention, immunizations, polio eradication and mental health programs.
- This month House speaker Paul Ryan (R-WI), and other House Republicans, are expected to introduce a new health care plan that will include a per capita cap for Medicaid. Details have not yet been released on this proposal, and it is unclear what, if any actions will be taken on this bill this year. The issue of concern with the legislation is that it could be introduced again next year with a new Congress.
- The House and Senate Joint Conference Committee addressing emergency Zika funding began negotiations this week. Senator Mark Kirk is a member of the Joint Conference. The President had requested \$1.9B in emergency funding, but neither the House nor the Senate passed bills with that amount of funding. The Senate passed a bill with \$1.1B in funding and the House passed a bill containing \$622M. The President has announced that he would veto the House passed legislation as it only one third of the money requested and, unlike the Senate bill, this money would be reallocated from existing public health funding including efforts to fight Ebola.

Protection of Medicaid remains a key priority for CCHHS at both the State and Federal level.

Community Outreach

July 3 CCHHS and CountyCare promotion at the **Independence Day Celebration** hosted by the **Summit Park District and Family Health Network** at Independence Park located at 5700 S. Archer Road in Summit.

July 9 CCHHS and CountyCare promotion at the **Park Manor Church Picnic and Resource Fair** hosted by **Park Manor Church** on church grounds located at 660 E. 73rd Street in Chicago.

July 9 CCHHS and CountyCare promotion at the **Block Party/Resource Fair** hosted by the **ASPIRA Schools and Avondale Coalition** at the ASPIRA Early College Preparatory School located at 3986 W. Barry Avenue in Chicago. The objective of this event is to increase health awareness and disease prevention, increase awareness of local services and resources, motivate the community to make positive, healthy behavioral choices, substance abuse prevention and teach self-care practices.

July 11 CCHHS and CountyCare promotion at the "A Bite Out of Summer" event hosted by the **USDA Food and Nutrition Service, the Illinois State Board of Education, the Illinois Hunger Coalition, the Archdiocese of Chicago, Catholic Charities, No Kid Hungry Illinois, the Greater Chicago Food Depository, and Chicago Public Schools** at Harrison Park located at 1824 S. Wood St. in Chicago. This event is part of the Food is Medicine initiative to bring health resources to needy communities.

July 13 CCHHS and CountyCare promotion at **Access Chicago** hosted by the **Mayor's Office for People with Disabilities** at Navy Pier - Festival Hall located at 600 E. Grand Avenue in Chicago. This event will host more than 300 vendors at Navy Pier including a health pavilion that will provide health screenings to participants and provide avenues to learn about health insurance resources. Provident's Pharmacy team will accompany the outreach staff to this event.

July 14 CCHHS and CountyCare promotion at **Hispanocare's Annual Senior Health and Resource Fair** at Illinois Masonic Hospital located at 836 W. Wellington Street in Chicago. Hispanocare, formed in 1988 by Illinois Masonic Medical Center, is a not-for-profit PPO network of nearly 100 bilingual and bicultural providers representing almost 100 office locations in the city and surrounding suburbs.

July 15 CCHHS and CountyCare promotion at the **Under the Sun Health** Fair hosted by the Centro Comunitario Juan Diego at their center located at 8812 S Commercial Avenue in Chicago. This event serves the entire South Chicago community.

July 16 CCHHS and CountyCare promotion at **State Representative Will Davis' Health Fair** at the Harvey Park District located at 15335 Broadway in Harvey.

July 16 CCHHS and CountyCare promotion at **Commissioner Boykin's Invest in Fathers Resource Fair** at the Marillac House Social Center located at 212 S. Francisco Avenue in Chicago.

July 18 CCHHS and CountyCare promotion at **5th Annual Spring into Wellness Health Fair** which is hosted by the **Schaumburg Park District** at the Township Offices located at 1 Illinois Boulevard in Hoffman Estates.

July 20 CCHHS and CountyCare promotion at the **Senator Cunningham & Representative Hurley Employment and Resource Fair** at the St Christina School located at 3333 W. 110th Street in Chicago.

July 20 CCHHS and CountyCare promotion at the **Palatine Township Health Fair** at the Township Offices located at 721 S Quinten Street in Palatine.

July 22	CCHHS and CountyCare promotion at the 3rd Ward Resource Fair hosted by the 3rd Ward Alderman Pat Dowell at Charles Hayes Family Investment Center located at 4859 S. Wabash in Chicago.
July 23	CCHHS and CountyCare promotion at the Catholic Charities - Shrine of Our Lady of Guadalupe Health Fair at the Pastoral Center located at 1170 N River Road in Des Plaines. Our participation in this event stems from our involvement with a resource group led by Catholic Charities and the Maryville Academy to provide health resources to the people who live in the Northern Suburbs of Cook County.
July 28	CCHHS and CountyCare promotion at the Centro Romero's Health and Resource Fair at center located 6216 N. Clark Street in Chicago. Centro Romero has been the primary community provider of social services for families of immigrants and refugees on the Northeast side of Chicago for over 30 years. Centro Romero serves over 15,000 people each year, helping them through various family services programs.
July 30	CCHHS and CountyCare promotion at 17th Annual Legislative District Wellness Family Health Fair hosted by Sen. Donne Trotter at the South Central Social Services offices located at 1031 E. 83rd Street in Chicago.
July 30	CCHHS and CountyCare promotion at Orland Township Back to School Health Fair which will take place at Township Offices located at 14807 S. Ravinia Avenue in Orland Park. A nurse from the ACHN South Suburban cluster will help out by providing blood pressure screenings for attendees.
July 23	CCHHS and CountyCare promotion at the First Baptist Congregational Church Health Fair hosted by the Sinai Community Institute and the First Baptist Congregational Church on the church grounds located at 1613 W Washington Boulevard in Chicago.
July 30	CCHHS and CountyCare promotion at the 2016 Fiesta del Sol Expungement Event and Immigration Resource Fair which is hosted by the Pilsen Neighborhood Council at the Benito Juarez Community Academy located at 1450 W. Cermak Road in Chicago. This community-based event offers the application, preparation, and filing for Expungement and Sealings for those who qualify. Volunteer attorneys will be on-site to help participants, and there will be exhibitors offering information on criminal and financial identity theft, job training, housing and other services for ex-offenders.
July 30	CCHHS and CountyCare promotion at the Willow Hill Back to School Health Fair and Resident Appreciation Day at the residential complex located at 8712 S. 87th Terrace in Justice.

CCHHS and CountyCare promotion at a series of events hosted by Corazon Community Services and the Cicero Cease Fire Break the Movement. All these events take place in the Town of Cicero and their goal is to build the youth through activities and sports while teaching ways to curb violence.

- July, 1: **Break the Violence Night** at Warren Park, located at Central Ave and 16th Street
- July 6: **Basketball Tournament** at Cicero Stadium, located at 1909 S. Laramie Avenue
- July 15: **Break the Violence Night** at Parkholme, located at 5108 W 18th Street
- July 20: **Soccer Tournament** at the Field, located at 18th and Laramie Avenue
- July 29: **Break the Violence Night** at North Warren Park, located at 59th Ave and 13th Street

Cook County Health and Hospitals System
Minutes of the Board of Directors Meeting
June 24, 2016

ATTACHMENT #8



COOK COUNTY HEALTH & HOSPITALS SYSTEM

Strategic Plan Overview 2017-2019

June, 2016



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CCHHS
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Strategic Planning Timeline: 2016

- February 26: Strategic Planning Process Begins
- March – May: 22 Presentations on Strategic Topics
- April – May: 4 Community Town Halls, 3 Employee Town Halls
- April – June: Employee Survey
- July 11: Special Board meeting, Draft Strategic Plan Discussion
- July 21: Public Hearing
- July 29: CCHHS Board of Directors Votes on Strategic Plan
- September: Present for approval to Cook County Board of Commissioners



Planning and Budget

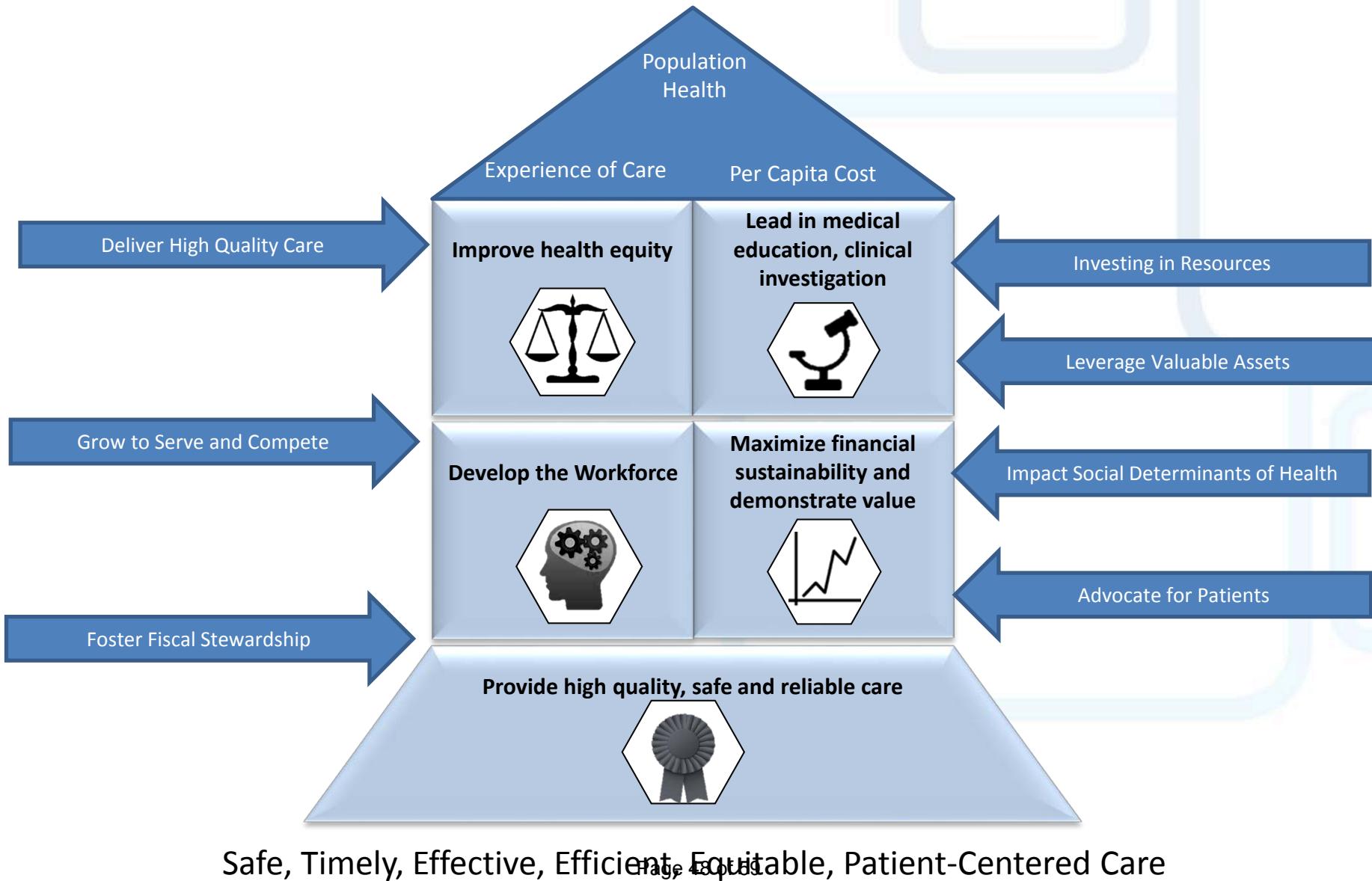
Timeline Overview: 2016

Activity	February	March	April	May	June	July	August	September	October	November	FY2017
	Initiate	Assess/Design/Feedback			Approvals				Implement and Monitor		
Begin Strategic Planning											
Topical Presentations											
Community and Employee Town Halls											
Employee Survey Run											
Special Board Meeting											
Open for Public Comment/Public Hearing											
CCHHS Board Votes on Strategic Plan											
Reflect Strategic Plan in CCHHS Budget											
Cook County Board of Commissioners Votes on Strategic Plan											
Create Implementation Plan											
Monitoring Against Goals											



CCHHS

Implementing the Principle Objectives



Delivering High Quality Care

- Standardize clinical operations, practices and procedures across the enterprise to improve quality, reliability, and efficiency.
- Ensure continued access to care for uninsured patients.
- Improve the availability of and access to health care, especially preventive care, for Cook County residents.
- Ensure a continuum of services and care coordination to ensure continuity of care and meet patient needs at all stages of their lives.
- Develop systems that meet or exceed expectations and enhance the patient experience: amenities, safety, staff interactions.



Delivering High Quality Care

- CCHHS will continue to provide Culturally and Linguistically Appropriate Services (CLAS) through effective, understandable, and respectful care, provided in a manner compatible with cultural health beliefs and practices and preferred language.
- Integrate services with correctional health, with early interventions to prevent arrests and reduce the jail population and by ensuring continuation of care when detainees are released from jail.



Growing to Serve and Compete

- Grow primary care base.
- Retain and grow CountyCare membership through marketing, acquisition and State policy changes on redetermination and jail detainee coverage.
- Capture more CountyCare members as referrals by increasing internal referrals for CCHHS specialty and inpatient care.
- Leverage CountyCare data to determine value-added benefits that address social determinants of health and serve as an incentive to remain in CountyCare.
- Identify existing Centers of Excellence and invest in the development of additional centers based on community need, system expertise and available resources.



Fostering Fiscal Stewardship

- Maximize reimbursements from Managed Care Organizations (MCOs) and private insurance and compete on value, grow membership and influence MCO strategy.
- Optimize CCHHS revenue by balancing the portfolio of funding sources and pursuing various legislative tactics.
- Demonstrate fiscal responsibility with limited resources, by controlling costs and maximizing efficiency.
- Improve provider documentation to support coding and billing to reflect the level of service provided and the complexity of illness of patients cared for.

Fostering Fiscal Stewardship

- Deploy efforts to increase patient safety, documentation and communication to limit financial exposure to litigation claims and minimize information and data security risks.
- Ensure patients and members receive the right care, at the right time in the right place.
- Expand marketing and branding strategy to raise the profile of CCHHS.



Investing in Resources

- Partner with labor and frontline staff to provide a health care experience that is convenient to and respectful of patients.
- Recruit, hire and retain the best employees, who are committed to the CCHHS mission.
- Strengthen CCHHS Workforce.
- Medical education includes assessment of trainees' engagement, safety culture and reporting.
- Systematic assessment of capital equipment, development of multiyear replacement strategy.

Leveraging Valuable Assets

- Implement a unified medical staff practice plan.
- Promote interdisciplinary engagement to address complex medical conditions.
- Exploit relevant sources for monitoring quality, cost, utilization and patient outcomes.
- Utilize CCDPH data and experience to address health inequalities to conceptualize and plan robust interventions to improve population health.
- Evaluate clinical effectiveness and forecast health care needs by specialty with relevant analytics and benchmarking.
- Produce knowledge (using internal and external sources) about how best to provide care to CCHHS patients.

Leveraging Valuable Assets

- Invest in continuous learning and development, including training around domain-specific best practices.
- Demonstrate value of undergraduate and graduate medical education and academic affiliations to the organization by analysis of costs, returns, pipeline to CCHHS workforce and furtherance of organizational mission.



Impacting Social Determinants on Health

- Partner with other organizations to address population health care needs outside of the health care system, including those related to social determinants of health.
- Further develop care coordination services across the continuum of care, addressing social determinants of health wherever possible to improve population health.
- Ensure continued access to care for uninsured patients.
- Assess organizational contributions to disparities.



Advocating for Patients

- Advocate for improved health care for marginalized populations including the uninsured and justice-involved.
- Advocate for behavioral health funding and legislation.
- Advocate for National Health Service Corps (NHSC) Loan Repayment Program eligibility to be expanded.
- Enhance outpatient health centers as community anchors by partnering with community organizations.
- Advocate for influenza vaccine requirement for all health care workers in Illinois.

Advocating for Patients

- Advocate for improvements in identifying and addressing high blood lead levels in children in suburban Cook County.
- Assess effect of CDC grant “Partnerships to Improve Community Health” (PICH) to identify effective public health practices and promote relevant policies.

